Agency of Digital Services - Performance Dashboard
State of Vermont

Office of the
Chief Information Officer

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Executive Summary

The State of Vermont, Agency of Digital Services has existed for only two years. The Agency was created by centralizing all IT professionals in the Executive Branch of Vermont State Government. In order for the newest Agency to succeed it need to be fully transparent to its partner agencies, the Administration and Legislature.

ADS developed a series of dashboards to meet the reporting needs. These dashboards were built on available Microsoft tools and would be a way of showcasing functionality. We also utilized anonymous surveys of our partner agencies to assess how well we are doing. These surveys were less about if we were liked or not and more around was the services, hardware, software and support provided and how effective they are in program delivery.

Continuous improvement is the basis of how we are moving ADS forward every day. These tools not only report on the continuous improvement progress, but it is helping to shape focus areas for annual operational planning.

Any project that can bring transparency to state government, evangelize preferred technology and drive continuous improvement is a win for everyone!

Project Concept, Significance and Impact

Concept

The State of Vermont, Agency of Digital Services was created in January of 2017 by Executive Order of Governor Phil Scott. The Executive Order centralized all of the IT staff and functions within the Executive Branch into one cabinet level Agency. One of the key tenants of the Executive Order is to keep the former Agency staff embedded with their partner agencies. The expectation is to continue to provide quality service at the point of need while realizing the benefits of resource optimization. A major concern for the Agencies was that IT staff would lose connection to the mission of their former agency and that programmatic support would be impacted. In addition the Vermont Legislature were concerned on tracking the progress of the Agency of Digital Services, specifically towards stated priorities.

To address these Secretary and CIO John Quinn initiated a project to develop a dashboard to report the effectiveness of ADS and establish key metrics. The dashboard provides insight on the operations and effectiveness of all of the divisions within the Agency of Digital Services.

The ADS Dashboard brings operational metrics, project performance and service delivery together in one place for all to explore. The dashboard is publicly available and is being used within ADS, but our Partner Agencies,
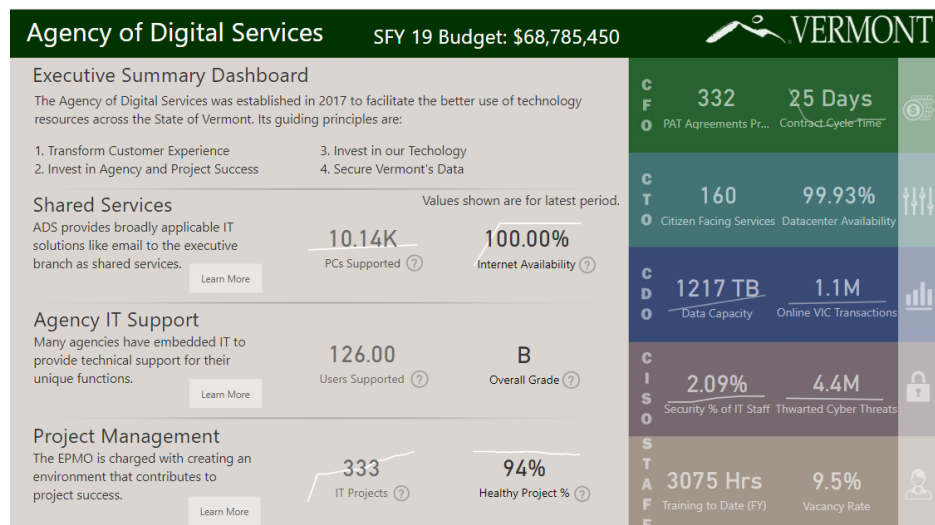
the Governor's Office and the Vermont State Legislature. The dashboard is also available from our web site at DigitalServices.Vermont.gov.
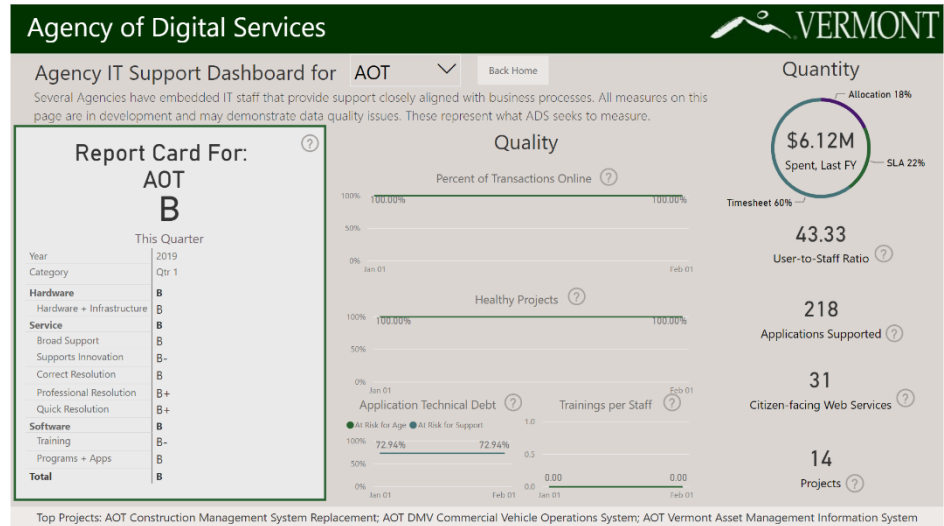
Significance

The ADS Dashboard brought together three key elements in one solution. It provided transparency to a new Agency in Vermont State Government; it showcased functionality available across the enterprise through Microsoft PowerBI; and it tied in Results Based Accountability.
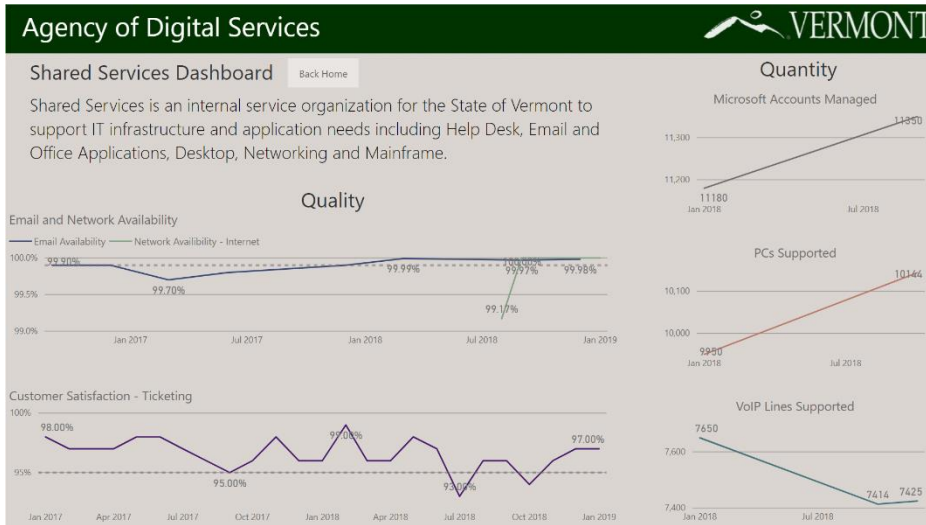

This screen shows Key performance Indicators (KPIs) for the Shared Services in use. The Quality section communicates those Performance Measures like system availability and customer satisfaction. The Quantity portion communicates a sense of scale and growth or decline. The history in both areas also allows for the quick assessment of trends over time. Interestingly the parallel lines for accounts managed and devices supported shows the link between the two and gives confidence to the data.

This image depicts the dashboard panel that reports on the support for the partner agencies and the embedded ADS teams. This shows the Agency of Transportation specifically. The Quantity panel give

a scale of IT's involvement at AOT including things like staff to use ratios, number of applications supported, number of significant projects and citizen-facing web services. The budget portion shows the relative fixed costs for support of the agency through three key billing methods and how it's distributed. The Quality section addresses key indicators like project health, technical debt, training and percent of transactions conducted online. Even if there are not base data (like AOT doesn't count all of their transactions regardless channel) we are still reporting on it with the objective to quantify all of these measures and provide consistent comparison across agencies. The Report Card panel provides a candid method of ascertaining how we are doing in the eyes of our partner agencies. The Report Card is derived from a quarterly survey to mid- and high-level managers that asks a series of questions related to availability of services and support. We then average the responses for each agency, group them to match to the reporting areas and then convert to a letter grade. Currently we range from A to C- with B- being the mean. Lastly the bottom border reports on the top three projects for that Agency or Department.
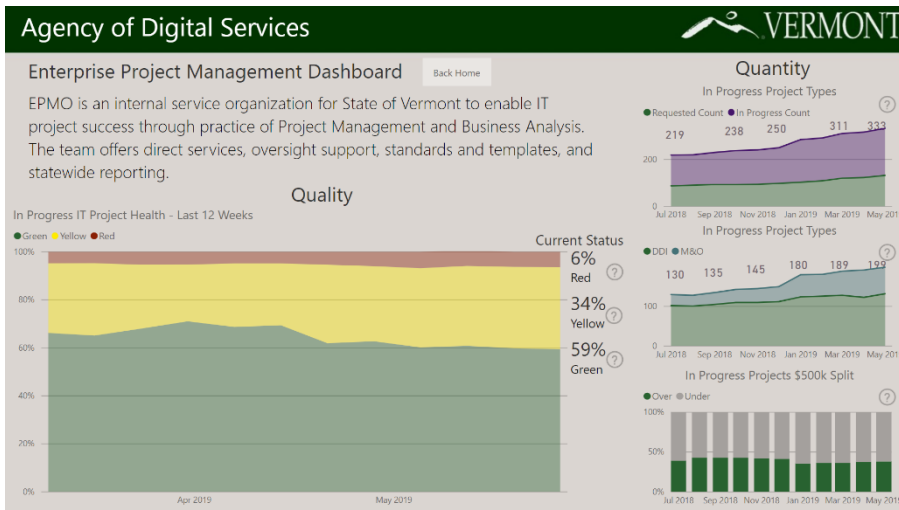
The image to the left shows the final dashboard that provides information on the portfolio of IT projects. The Quality measure is the history of project status for all active projects. The Quantity portion shows active projects versus projects in the queue along with breakout by Maintenance and Operations compared to Design, Develop, Implement and relative size of the projects based on dollar value. The intent is to show progress in having more smaller iterative efforts compared to the past of a handful of large projects.

Impact

The project has been successful beyond expectations. ADS has a Partner Advisory Committee (PAC) comprised of senior managers for our partner agencies. We introduced the dashboard through that group and it has been very well received; they appreciate the openness and honesty in showing the survey results and the corresponding grade. The ability to report uptime and availability along with portfolio status has helped everyone across the Executive Branch better understand ADSs' performance.

The dashboard was built using a number of Microsoft tools including PowerBI. The tool set was developed in-house as a framework called Tachometer. Tachometer is meant to provide a consistent analytics, reporting and dashboard experience. Using the ADS dashboard as an example projects have started to use the same tool set to analyze hospital data for the Green Mountain Care Board and communicate work force information for the Vermont Department of Labor.

This also helped ADS in maturing as an organization. The report card portion was important to highlight areas for growth in the different agencies. This information has served the local IT Leaders well to structure their Operations Plans to address these areas and ensure future work builds on our strengths while improving on our weaknesses.

Conclusion

The Agency of Digital Services Dashboard is a total success. It has provided transparency on our operations and functions; it has showcased tools available for other dashboard efforts and it has driven improvements through annual operations plans. Continuous improvement at it's finest!